General Services Administration
Federal Supply Service
Authorized Federal Supply Schedule Price List
FSC Group: 8744
Contract Number: GS-02F-0157N
Contract Period: July 11, 2003 – July 10, 2018
Price List Current Through Modification #PO-0017
Service-Disabled, Veteran Owned Small Business
March 2013

Mission Oriented Business Integrated Services (MOBIS)

Sterling Heritage Corporation

10779 Riverscape Run
Great Falls, Virginia 22066
Northern Virginia: 703.831.1131
Toll Free: 877.278.6259
www.sterlingheritage.com

On-Line access to contract ordering information, terms and conditions, up-to-date pricing, and the option to create an electronic delivery order are available through GSA Advantage!™, a menu driven database system. The INTERNET address for GSA Advantage!™ is: http://www.gsaadvantage.gov.

Customer Information

INFORMATION FOR ORDERING ACTIVITIES: (For more information on ordering from Federal Supply Schedules click on the FSS Schedules button at: http:www.fss.gsa.gov)

Schedule Title: Mission Oriented Business Integrated Services (MOBIS)

1a. Special Item Numbers:
874-1 Consultation Services
874-4 Training Services
874-6 Acquisition Management Support
874-7 Program Integration and Project Management Services

1b. Lowest price: SIN 874-4 - $3,953

1c. A description of all corresponding commercial job titles, experience, functional responsibility and education for those types of employees or subcontractors who will perform services is provided in the Labor Category descriptions found on page12 of this price list.

2. Maximum order: 1,000,000

3. Minimum order: $100

4. Geographic coverage (delivery area): Worldwide

5. Point(s) of production (city, county, and State or foreign country): Great Falls, Virginia

6. Prices attached are "Net".

7. Prices attached are "Net".

8. Prompt payment terms: Net 30 days.

9a. Government purchase cards are accepted below the micropurchase threshold

9b. Government purchase cards are accepted above the micropurchase threshold

10. Foreign items: None

11a. Time of delivery: 30 days after receipt of order.

11b Expedited Delivery. No items are available for expedited delivery.

11c. Overnight and 2-day delivery. Overnight and 2-day delivery are not available.

11d. Urgent Requirements. In accordance with the "Urgent Requirements" clause of the contract, agencies may contact the Contractor's representative to effect a faster delivery:

12. F.O.B. point(s): Destination

13a. Ordering address(es):

Sterling Heritage Consulting
Attn: Louis Gaudio
P.O. Box 1407
Great Falls, Virginia 22066

Northern Virginia: 703.831.1131 Ext. 61
Toll Free: 877.278.6259
Fax: 703.406.1533
E-Mail: lgaudio@sterlingheritage.com
Website: www.sterlingheritage.com

13b. Ordering procedures: For supplies and services, the ordering procedures, information on Blanket Purchase Agreements (BPA's), and a sample BPA can be found at the GSA/FSS Schedule homepage (fss.gsa.gov/schedules).

14. Payment address(es): Same as ordering address

15. Warranty provision: None

16. Export packing charges, if applicable: N/A

17. Terms and conditions of Government purchase card acceptance (any thresholds above the micro-purchase level): Visa and MasterCard are accepted. No discounts apply.

18. Terms and conditions of rental, maintenance, and repair (if applicable): N/A

19. Terms and conditions of installation (if applicable): N/A

20. Terms and conditions of repair parts indicating date of parts price lists and any discounts from list prices (if applicable): N/A

20a Terms and conditions for any other services (if applicable): N/A

21. List of service and distribution points (if applicable): N/A

22. List of participating dealers (if applicable): N/A

23. Preventive maintenance (if applicable): N/A

24a. Special attributes such as environmental attributes (e.g., recycled content, energy efficiency, and/or reduced pollutants): N/A

24b. If applicable, indicate that Section 508 compliance information is available on Electronic and Information Technology (EIT) supplies and services and show where full details can be found (e.g. contractor's website or other location.) The EIT standards can be found at: www.Section508.gov/: N/A

25. Data Universal Number System (DUNS) number: 139076744

26. Sterling Heritage Consulting is registered in the Central Contractor Registration (CCR) database CAGE Code: 1R4C8

Contents

Customer Information....1
Company Profile....3
Consulting Services (SIN 874-1)....4
Training Services (SIN 874-4)....5
Acquisition Management Support (SIN 874-6)....6
Program and Project Management Services (SIN 874-7)....7
Training Sessions (SIN 874-4)....8
Four Day Training Sessions....8
Three Day Training Sessions....8
Two Day Training Sessions....9
One Day Training Sessions....11
Three Day Action Workshops....12
Labor Category Descriptions....14
Labor Category Rates....16
Training Price List....18

Company Profile

Sterling Heritage is a service-disabled, veteran owned small business that was incorporated in 2000 for the purposes of providing our public sector clients with tools and techniques to develop business strategies, improve business processes, implement laws, optimize resources, and develop innovative and effective education programs for their personnel.

What We Do

Sterling Heritage is a leading provider of independent professional services, primarily in support of major Federal acquisition programs, policies, and improvement initiatives. We support all U.S. Government Agencies, including the Department of Defense, the Military Services and the Department of Homeland Security. As a complete solution provider, Sterling Heritage provides high-quality, cost effective, and reliable programs that are delivered on-time. The combination of project management experience, professional & creative employees, lessons learned, and an energized environment all lead to successful projects.

Who We Are

Our clients entrust us with mission-critical work because we understand their missions and the challenges that face Federal Government organizations. This understanding enables us to apply the appropriate processes and technologies to effectively and efficiently improve the organization's performance levels.

Sterling Heritage strives to provide our clients with the best talent available. We recruit accomplished, highly qualified individuals, and compensate them well for their hard work. Our commitment to our employees is to be a great employer. The combination of project management experience, professional & creative employees, lessons learned, and an energized environment all contribute to successful projects.

Sterling Heritage is unique in its extensive experience developing practical solutions for organizations that are implementing Performance Based Services Acquisitions. We have actively participated in a large number of mission-critical Performance Based Services Acquisitions with a diverse group of Federal Agencies and organizations.

What We Offer

Sterling Heritage understands the complexity of the challenges faced by Federal organizations and the critical importance of their missions. Our commitment to our clients is reflected by our ability to create innovative, effective solutions that are delivered on-time and within-budget. By combining our experience and expertise with our clients, we help them to develop and implement new paths to higher performance. The following is a brief description of MOBIS services we offer.

Consulting Services (SIN 874-1)

Sterling Heritage provides consulting services in support of our clients' mission-oriented business functions that include: studies and analyses, management reports, organizational assessments, recommended process and organizational improvements, and, performance measurement.

Sterling Heritage provides expert advice, assistance, guidance or counseling in support an agency's mission-oriented business functions. Services covered by this SIN are:

- Management or strategy consulting
- Program planning, audits, and evaluations
- Studies, analyses, scenarios, and reports relating to an agency's mission-oriented business programs or initiatives, such as defense studies, tabletop exercises or scenario simulations, educational studies, regulatory or policy studies, health care studies, economic studies, and preparedness studies
- Executive/management coaching services
- Customized business training as needed to successfully perform/complete a consulting engagement
- Policy and regulation development assistance
- Expert Witness services in support of litigation, claims, or other formal cases
- Advisory and assistance services in accordance with FAR 37.203

We utilize a four-step methodology to address our consulting assignments.

First, we establish a baseline. Irrespective of the type of consulting project, creating a baseline is the critical first step to providing the prerequisite depth of understanding of the activities under study. This involves gathering relevant data, reading relevant materials, interviewing key personnel, developing pertinent process flows, and diagramming organizational relationships.

Second, we create an analytical framework from which we conduct our analysis. This activity may require us to model assumptions, gather and analyze data, conduct simulations, create process models, and identify other analytical techniques we will use to complete the project.

Third, we analyze the problem and draw useful conclusions based on the available data. Sterling Heritage adheres to the discipline of the scientific method - we base our findings on a sound analysis of the evidence, and our recommendations flow from, and are based on, the findings. Sterling Heritage provides actionable recommendations that are rooted in common sense.

Finally, we develop a written report or annotated presentation to convey our results. Report writing is inherently an iterative process. We ensure that facts are double checked, tabular numeric data adds correctly, and spelling and grammatical errors are eliminated. Typically, we will forward a solid draft to our customer for review and follow by supporting the draft through a thorough customer review process.

Sterling Heritage also provides comprehensive facilitation and decision support services for our clients across a wide range of collaborative efforts, including Integrated Process Teams and Source Selection Teams.

Before undertaking any facilitation assignment, the Sterling Heritage team meets with the client to clarify expectations, identify key stakeholders and participants, and refine session objectives.

Sterling Heritage drafts work plans, designs facilitated sessions and session agendas. Prior to the session, the Sterling Heritage facilitator will know the objectives of the session and have a structured plan for meeting those objectives in the session. We frequently apply a technique that we refer to as action workshops on extremely complex projects with a diverse group of stakeholders and multiple conflicting interests. Using the action workshop approach, Sterling Heritage facilitators engage the stakeholders in working together, using change management and problem-solving techniques, to forge a consensus for resolving disagreements and developing plans of action for achieving outcomes. . Senior leaders need a mechanism to enlist others in implementing the plan to accelerate Acquisition and Defense Reform. Hence, the DoD needs a mechanism to ensure that real action occurs and reform is made across the board. Action acceleration workshops provide the needed mechanism and model. The purpose of these workshops is to accelerate Acquisition and Defense Reform on a project-by-project basis throughout the DoD. Participants should include senior managers and their teams that have been selected to work on reform targets.

Action workshops require a facilitation team, logistical support (note takers to record the discussion content, computer technical support for groupware decision support systems, if used and), and consultants for analyzing findings, tracking follow-up actions, and preparing reports related to the facilitated issues.

Training Services (SIN 874-4)

Sterling Heritage develops training programs, courses and workshops to provide a client's workforce with the tools necessary for broad success in achieving organizational objectives. The goal is both successful achievement of organizational goals and a well-trained workforce with the ability and tools to continually improve the organization's operations.

We apply a four-step approach to developing training programs, courses and workshops:

1. Benchmarking

The first step is a thorough review and analysis of the organization to benchmark the state of services. Specifically we document:

- Workforce experience in performing the services,
- Current level of quality,
- Responsiveness to change,
- Effectiveness of staff in implementing corporate initiatives,
- Concern about changing procedures and processes,
- Successful models within the organization that could be utilized as a foundation for the learning resources, and
- Areas that will require specific emphasis.

2. Design

We develop a tailored training session or action workshop that specifically addresses the knowledge and skills necessary to successfully perform the tasks required to implement the initiative. The materials are based on the results of the analysis in step one, as well as input from, and thorough reviews by the client and key personnel within the client's organization.

3. Beta testing

Broad implementation of a successful training session or action workshop requires conducting beta test sessions. The initial sessions are conducted with selected teams of professionals considered to have a higher level of knowledge in the initiative and representing various client constituencies. Subsequent sessions are conducted live, with participants that need to have their knowledge and skills improved.

4. Measuring success

Critical to a training session or action workshop is achieving measurable success. Measuring and monitoring metrics includes:

- Measurement against a scorecard for training or workshop session.
- Measurement of participant learning.
- Monitoring improved customer satisfaction.
- Monitoring overall implementation of the initiative by the client's organization.

Acquisition Management Support (SIN 874-6)

Sterling Heritage specializes in acquisition consulting, with a focus on assisting organizations in implementing large, complex, mission-critical acquisitions. Since our inception, Sterling Heritage has successfully delivered successful acquisition solutions, with a wealth of experience and lessons learned, to our clients. Services covered by this SIN are:

- acquisition planning assistance, including market research and recommending procurement strategy:
- acquisition document development, including
    - cost/price estimates,
    - quality assurance surveillance plans,
    - statements of work,
    - synopses,
    - solicitations,
    - price negotiation memoranda, etc.:
- expert assistance in supporting proposal evaluations, including price/cost analysis or technical proposal analysis
- contract administration support services, including assistance with reviewing contractor performance, developing contract modifications, and investigating reports of contract discrepancies:
- contract close-out assistance;
- competitive sourcing support, including OMB Circular A-76 studies, strategic sourcing studies, privatization studies, public-private partnerships, and Federal Activities Inventory Reform (FAIR) Act studies.

Providing acquisition support requires access to competent, experienced personnel with the

skills necessary to address both ongoing and surge requirements. Sterling Heritage has successfully helped federal organizations such as the Department of Defense (DoD), the Department of Homeland Security (DHS), and the Department of Health and Human Services (HHS) augment their acquisition staff with experienced contracting personnel. Sterling Heritage provides our clients with the assurance it will have access to the experienced contracting support that it needs at all times.

Sterling Heritage is particularly well suited to assist acquisition organizations because of its strong and up-to-date understanding of the best practices in planning for successful acquisitions; use of proven tools and techniques for developing solid, performance-based acquisition documents; the application of quantitative and qualitative methodologies for proposal evaluation and selection of high-performing contractors; and, systematic contract administration services that result in timely contract close-out. Sterling Heritage has proven its ability to get the right people together, identify appropriate acquisition strategies, create effective acquisition work products, and perform the many other tasks that must be successfully completed for any acquisition.

Program and Project Management Services (SIN 874-7)

Sterling Heritage provides services to assist agencies in planning, initiating, managing, executing, and closing out mission-oriented business programs and projects. Services included are:

- Project leadership and communications with stakeholders
- Project planning and scheduling
- Earned value management support
- Project management, including performance monitoring and measurement
- Reporting and documentation associated with project/program objectives
- Stakeholders briefings, participation in required meetings, and related project support services
- Program integration services
- Project close-out services

Sterling Heritage program management consultants have the operational and business management experience needed to support our clients' systems, resources, budget, and programmatic needs. Integrated with our client's program managers, we provide daily operational support in oversight, communication, analysis, and reporting to advance their program initiatives. Included among our program support services are the development of project plans, schedules, budgets, system requirements documents, acquisition strategies, and statements of work. We prepare presentations and brief the results of technical analyses. We also review and oversee the delivery of requirements and deliverables; update and manage project work plans, Gantt charts, and project schedules; and support the program manager to ensure that the program office's initiatives are flawlessly executed. We are committed to providing our clients with experienced program management personnel who are focused on client and customer service.

Training Sessions (SIN 874-4)
Four Day Training Sessions

Contracting Officer's Representative	ACQ-411
Sterling Heritage's four-day training program for Contracting Officer's Representatives provides participants with a comprehensive understanding of the principles and practices utilized in managing Federal acquisitions with an emphasis on the roles and responsibilities of Contracting Officer's Representatives. This program provides contracting officer representatives with a solid foundation for addressing situations and circumstances they may face in conducting business under Federal contracts. The program objectives are: 1. To identify the relationships among contracting officers, contracting officer representatives, project and engineering managers, and contractor personnel and their respective roles in responsible partnering, knowledgeable funds management, prudent contract execution, and effective contract administration, and 2. To address the everyday realities of monitoring both fixed-price and cost-reimbursement types of contracts, especially the roles of those with contracting officer delegated responsibilities for technical direction.	
32 Continuous Learning Points	*3.2 Continuing Education Units*

Subcontract Administration	ACQ-413
Sterling Heritage's Subcontract Administration training is designed to assist procurement & subcontracts management personnel in better meeting the needs of their customers. This course provides familiarization with complex subcontract administration processes, particularly in a Government prime contract environment. It provides participants with an appreciation of the full breadth of responsibilities required in effective subcontract management. The target audience for this training is subcontract administrators responsible for subcontract actions and administration for both fixed price/fixed rate and cost reimbursable subcontract agreements.	
32 Continuous Learning Points	*3.2 Continuing Education Units*

Commercial Item Acquisition Procedures – Advanced	ACQ-415
Commercial item acquisition procedures (FAR Part 12) are widely used to acquire services, and increasingly these acquisitions are also performance-based. This exercise-driven training program assists acquisition teams in applying the tools available under FAR Part 12 for increasing competition, achieving better prices, and attracting new market entrants while introducing best practices for acquiring services utilizing performance-based approaches. This is a comprehensive training program that will improve the ability of acquisition personnel to apply the commercial item provisions of the FAR to PBSA.	
32 Continuous Learning Points	*3.2 Continuing Education Units*

Training Sessions (SIN 874-4)
Three Day Training Sessions

Mission Focused Services Acquisition	ACQ-305
This three-day training program provides an informative and instructive program and offers case-based opportunities for examining and applying the tenets of performance-based acquisition to the procurement of mission-focused services. It is designed for participants from various organizations will bring perspectives that represent different functional communities that shape and impact the acquisition process—program and project management, contracting, small business, legal, pricing, finance, quality assurance, and contract administration. Given the need for dedicated teaming to make performance-based acquisition work successfully, this admixture of participants offers the instructional team an opportunity to optimize the value of the information it conveys, as well as to maximize the case-based opportunity for dealing with real-world examples. The principal objectives of this course reflect ongoing initiatives concerning mission-focused service acquisition; to provide relevant, up-to-date, and salient information that will help empower personnel to plan, develop, and execute performance-based acquisitions productively for realizing customer/user mission-support success; and to stress the importance of stakeholder commitment to internal teaming and to external communication and partnering with contractors.	
24 Continuous Learning Points	*2.4 Continuing Education Units*

Contract and Funds Management	ACQ-307

Sterling Heritage's three day training program on Contracts and Funds Management provides participants with a comprehensive understanding of the basic principles and practices utilized by the federal government in its acquisition of goods and services and the management of public funds. The program examines the acquisition management process as a series of events ranging from advanced planning through contract award, contractor performance, and contract administration. The program identifies the relationships among contracting officers, contracting officer representatives, project managers, and contractor personnel and their respective roles in responsible partnering, knowledgeable funds management, prudent contract execution, and effective contract administration. This session addresses the everyday realities of monitoring both fixed-price and cost-reimbursement type contracts, especially the roles of those with contracting officer delegated responsibilities. The purpose of this training program in Contracts and Funds Management is to provide participants with baselines for addressing, as factually and helpfully as possible, the kinds of situations and circumstances that project and engineering managers may face in conducting business under federal contracts..

24 Continuous Learning Points	*2.4 Continuing Education Units*

Training Sessions (SIN 874-4)
Two Day Training Sessions

Performance - Based Services (PBSA) — ACQ-201

Sterling Heritage's two-day course, grounded on the "Seven Steps to PBSA," is designed to introduce the participants to PBSA. Through the use of complementary learning techniques, including lectures and opportunities for interchange and the discussion of case-studies, our curriculum concentrates on transforming PBSA theory into application and practice, especially in dealing with the critical role played by integrated solutions teams and their importance throughout the PBSA process. Generally, the exercises used in a session are taken from an actual acquisition from the sponsoring organization.

Sterling Heritage Consulting has adapted its experience assisting integrated solutions teams with a wide variety of performance based services acquisitions to develop this training program. The course relies heavily on the experience and lessons learned of the Sterling Heritage team while emphasizing the tasks and skills required to plan, solicit, evaluate, award, and manage a successful performance based services acquisition. Each student will leave this session with a thorough understanding of performance based contracting and necessary skills required to perform the various functions involved in a successful performance based services acquisition.

16 Continuous Learning Points	*1.6 Continuing Education Units*

Performance-Based Business Management — ACQ-202

This two day seminar is designed to introduce the participant to the tasks and skills required to successfully measure performance and manage a performance-based services acquisition. The seminar includes an overview discussion of PBSA, Performance Standards, Performance Measures, and Performance Incentives. It also includes a comprehensive discussion of Managing Performance and the key steps to successful performance management. Particular emphasis is placed on tailoring performance measurement to the desired outcomes and reviewing contractor performance. The session uses a series of case studies and directed discussions that actively engage the participants. After completing this seminar, the participant will have a thorough understanding of the fundamental techniques of managing a performance based acquisition that can be immediately applied on the job. The participant will also gain the skills necessary to guide an integrated solution team through the key steps to successful performance management.

16 Continuous Learning Points	*1.6 Continuing Education Units*

Performance Measurement and Incentives — ACQ-260

This two-day seminar covers the distinction between quality assurance and performance assessment and discusses processes for assessing progress toward achieving predetermined goals, the efficiency with which goods and services are produced, and the quality of delivered outputs. The session covers identifying key performance indicators and identifying key considerations in choosing performance measures. On the second day, performance incentives are examined with key considerations to be addressed in their use. We discuss the common elements of a performance incentive structure, and identify the use of incentives in different contract types. The session covers the major types of performance incentives; the use performance incentives in performance-based services acquisitions; and the common elements of a performance-incentive structure.

16 Continuous Learning Points	*1.6 Continuing Education Units*

Commercial Item Acquisitions — ACQ-205

Sterling Heritage's two-day training program in Commercial Item Acquisitions provides participants with a comprehensive understanding of the principles and practices utilized by the Federal government in its acquisition of commercial items. The program is based on training materials our team originally developed for the Federal Acquisition Institute. Today, the workshop takes participants far beyond the basics, encompassing recent changes to the regulations, price analysis requirements, and new contract type flexibility.

Our consulting team has been instrumental in efforts to implement acquisition reforms throughout the Government. Because of this, our program includes examination of the practical and regulatory difficulties associated with commercial item acquisitions, and provides strategies for successfully overcoming barriers to commercial acquisitions.

16 Continuous Learning Points	*1.6 Continuing Education Units*

Cost and Price Analysis Workshop — ACQ-215

Establishing that a proposed price is fair and reasonable takes into consideration a wide range of variables. This activity takes place within the framework of numerous statutes, regulations, and policies and is continually subject to review by oversight activities. However, pricing a contract is one of the most critical responsibilities of acquisition personnel. This two day session will provide Government acquisition personnel with effective, immediate-use information regarding contract pricing techniques. Exercises provide the opportunity to apply cost and price analysis techniques as they are presented.

16 Continuous Learning Points	*1.6 Continuing Education Units*

Negotiations Workshop — ACQ-216

Sterling Heritage's two-day negotiations workshop is designed to introduce the participant to the skills, tasks, and process flow for contracting by negotiation under FAR Part 15. The program is based on training materials our team originally developed for the Federal Acquisition Institute. The program covers the techniques of negotiation while focuses on the organization and operation of the procurement team. Exercises address the preparation and conduct of negotiations using the team concept. Mock negotiations are conducted in class using case studies.

16 Continuous Learning Points	*1.6 Continuing Education Units*

Source Selection — ACQ-217

This session provides a comprehensive overview of the major source selection techniques used in Federal acquisitions. The session includes discussion of the objectives, policies, laws, and regulations that are the underpinnings of source selections, as well as practical, hands-on exercises that introduce participants to the mechanics of the source selection process. The workshop highlights best practices that result in successful source selections and provides strategies for avoiding common problems that may arise.

This is an interactive, exercise driven training session, with a large portion of the two days dedicated to actively engaging participants in discussions and exercises. The session emphasizes the use of performance-based solicitations that employ best-value source selection techniques because of the increased use of this approach in Federal acquisitions. The session will culminate in a mock best-value source selection evaluation.

16 Continuous Learning Points	*1.6 Continuing Education Units*

Technical Evaluation Workshop — ACQ-218

The purpose of this two day technical evaluation workshop is to prepare program management and technical personnel to prepare thorough technical evaluations in support of negotiations in the post-award environment (modifications adding additional requirements). This workshop is heavily exercise driven and provides the opportunity to examine technical proposals as part of multifunctional teams to gain greater understanding of the need for technical evaluations that are useful in supporting fair and reasonable price determinations.

16 Continuous Learning Points	*1.6 Continuing Education Units*

Federal Acquisition Case Studies — ACQ-290

This session explores the laws and regulations as they are applied to government contracting. The session explores through various case studies key topical acquisition issues including authority, source selection, ethics, procurement integrity, contract management, and the changes resulting recent acquisition legislation.

16 Continuous Learning Points	*1.6 Continuing Education Units*

Management of Innovation and Technology	APM-232
This session explores the unique requirements of managing technology acquisitions. Topics covered include investments in technology; evaluation of legacy systems; strategies for implementing technological innovation; R&D management; technology transfer; and critical factors for success. Team exercises and case studies `are used to explore practical applications of management theories and techniques.	
16 Continuous Learning Points	*1.6 Continuing Education Units*

Project Management Case Studies	APM-290
This session uses case studies to explore topical issues in Life Cycle Project Management including planning, cost control, mitigating risk, configuration control, and quality issues. The case studies used address key project management issues including authority, ethics, and the application of changes resulting recent acquisition legislation.	
16 Continuous Learning Points	*1.6 Continuing Education Units*

Training Sessions (SIN 874-4)
One Day Training Sessions

Introduction to Performance - Based Services Acquisition (PBSA)	ACQ-105
Sterling Heritage's one-day PBSA training course provides material that is identical to the two-day course. The one-day course, however, includes fewer hands-on group exercises. This course uses numerous examples drawn from Sterling Heritage's experience assisting integrated solutions teams with performance based services acquisitions. The course emphasizes the tasks and skills required to plan, solicit, evaluate, award, and manage a successful performance based services acquisition. The course is intended as an overview of PBSA and is designed to give participants an understanding of PBSA and the skills required to perform the various functions involved in a successful performance based services acquisition.	
8 Continuous Learning Points	*.8 Continuing Education Units*

Introduction to Statements of Objectives	ACQ-106
The SOO approach is increasingly being used, and unfortunately, abused in services acquisitions. This one-day seminar focuses the participants on identifying the circumstances where the SOO approach would have a highest probability of resulting in best value for the government. The workshop also addresses at length the unique complexities of establishing meaningful evaluation criteria when the SOO approach is used.	
8 Continuous Learning Points	*.8 Continuing Education Units*

Selecting High Performance Contractors	ACQ-110
This one-day seminar covers source selection criteria that result in identifying and selecting sources that are capable of achieving performance excellence. Based on the Baldrige National Quality Program's Criteria for Performance Excellence, this seminar is designed to assist acquisition professionals in identifying evaluation criteria that identify an offeror's likelihood of achieving high quality performance. After completing this seminar, the participant will understand how source selection criteria may be used to identify and select sources that are capable of achieving performance excellence. The participant will also be able to successfully attract more innovative, competitive offers and assist in evaluating proposals that will meet performance requirements with a high probability of achieving excellence in service delivery.	
8 Continuous Learning Points	*.8 Continuing Education Units*

Managing Performance Based Acquisitions	ACQ-111
This one day seminar is designed to introduce the participant to the tasks and skills required to successfully measure performance and manage a performance-based services acquisition. The seminar includes a overview discussions of PBSA, Performance Standards, Performance Measures, and Performance Incentives. It also includes a comprehensive discussion of the key steps to successful performance management. Particular emphasis is placed on the importance of tailoring performance measurement to the desired outcomes and assisting in reviewing contractor performance. The session uses exercises and directed	

discussions that actively engage the participants. After completing this seminar, the participant will understand the fundamental techniques of managing a performance based acquisition and the skills necessary to guide an integrated solution team through the key steps to successful performance management.	
8 Continuous Learning Points	*.8 Continuing Education Units*

Emergency & Contingency Contracting	**ACQ-112**
This one-day seminar explores the use of special emergency procurement authorities such as increased Government Purchase Card, micro-purchase, simplified acquisition, and commercial items thresholds in support of emergency and contingency operations. This session explores the applicable conditions and laws that must be complied with through the use of team exercises and case studies. The session is designed to prepare participants for duty in an emergency and contingency operation assignment.	
8 Continuous Learning Points	*.8 Continuing Education Units*

Performance Confidence Assessment Group	**ACQ-115**
This training session introduces the participants to the functions and processes of a Performance Confidence Assessment Group (PCAG). The PCAG is a group of government personnel assigned to accomplish the Performance Confidence Assessment for a major source selection. The PCAG is widely used by the Air Force and its use is mandatory for all source selections in excess of $100 million.	
8 Continuous Learning Points	*.8 Continuing Education Units*

Public Sector Ethics and Integrity	**ACQ-120**
This one-day seminar uses relevant case studies to explore the fourteen principles of ethics and integrity in public service addressed in Executive Order 12731. While the standards of conduct are straightforward, the application of statutes and regulations that govern everyday problems often present complex challenges where the doing the "right thing" may not be straightforward. In an error of increased scrutiny of public servants and their decisions, this seminar presents an invaluable exploration of the challenges facing Federal employees. It is designed to increase the participants' awareness of importance of understanding the ethical requirements of their public sector positions.	
8 Continuous Learning Points	*.8 Continuing Education Units*

Individual Unique Item Identification	**APM-110**
This session introduces participants to Unique Item Identification which DoD uses as a foundation for property management in its effort to achieve improved, integrated item management and accountability. The DoD goal is to uniquely identify items to help achieve integration of item data across the Department of Defense and Federal and industry asset management systems to include improved data quality and global interoperability and rationalization of systems and infrastructure. The acquisition, production, maintenance, storage, and distribution of items require complete and accurate asset records to be effective, and to ensure mission readiness.	
8 Continuous Learning Points	*.8 Continuing Education Units*

Training Sessions (SIN 874-4)
Three Day Action Workshops

Performance Based Services Acquisition (PBSA) Action Workshops	**ACQ-31X**
PBSA Action Workshops assist acquisition teams in developing actual performance-based solicitation documents. Action Workshops are designed for teams using either a Performance Work Statement (PWS) or a Statement of Objectives (SOO). Generally, Action Workshops are three day events that result in key solicitation documents that will meet both customer and corporate goals. Action Workshops are tightly structured and targeted to the education and training needs of the organization's workforce and their experience with services acquisition. Sterling Heritage developed these workshops to provide acquisition professionals with the tools necessary for broad success with performance-based acquisitions in today's dynamic environment. The goal is both a successful performance-based acquisition and a well-trained workforce with the ability and tools to continually improve the organization's acquisitions. Sterling Heritage offers the following different PBSA Action Workshops:	

Performance Work Statement (PWS) - Action Workshop — ACQ-310

A PWS Action Workshop focuses the acquisition team on producing a performance-based work statement in circumstances where the PWS approach would have a highest probability of resulting in best value for the government. A PWS Action Workshop will assist the participants in drafting a solid PWS that identifies performance requirements as measurable outcomes described in crisp, declarative, contractually binding language. The PWS resulting from the workshop will also identify related performance standards that are measurable, achievable, relevant, and within the contractor's control.

24 Continuous Learning Points	*2.4 Continuing Education Units*

Statement of Objectives (SOO) - Action Workshop — ACQ-311

The SOO Action Workshop focuses the acquisition team on producing a performance-based work statement in circumstances where the SOO approach would have the highest probability of resulting in best value for the government. The SOO Action Workshop will assist the participants in drafting a SOO that will provide the maximum flexibility for each offeror to propose an innovative solution to meeting the organization's needs. The SOO identifies high-level objectives of the acquisition, and permits offerors to propose statements of work and performance measures that are based on their proposed solutions. The workshop also addresses the unique complexities of establishing meaningful evaluation criteria when the SOO approach is used.

24 Continuous Learning Points	*2.4 Continuing Education Units*

Performance Measures - Action Workshop — ACQ-312

Gathering, arranging and manipulating data are powerful tools for managers, but for best results it is important to measure only what matters. This Action Workshop focuses the acquisition team on identifying information that will reveal whether and how well the acquisition is achieving its objectives, and on identifying information that will assist in efforts to continuously improve performance. Effective performance measurement (measuring the things that count) takes diligent up-front research and planning. This workshop leads an acquisition team through the processes that lead to successful performance management – identifying those measures that will guide daily operational analysis and lead to operational improvements.

24 Continuous Learning Points	*2.4 Continuing Education Units*

Quality Assurance Surveillance - Action Workshop — ACQ-313

The QASP Action Workshop assists an acquisition team in developing a Quality Assurance Surveillance Plan. Utilizing Action Workshop techniques, this three day session will provide acquisition professionals with the tools necessary to ensure that performance measurement and management are structured to achieve the organization's desired outcomes. The workshop also identifies when contractor- proposed metrics will provide greatest value to the government. The QASP resulting from the workshop will clearly identify key performance indicators and how the government will evaluate and assess contractor performance.

24 Continuous Learning Points	*2.4 Continuing Education Units*

Team Building - Action Workshop — APM-350

The purpose of this team building program is to help develop a cohesive team to accomplish common goals and tasks, and get productive results. Skills addressed in this session include quality management principles, principles of effective teamwork, team process, process improvement and results, use of tools and techniques of creative problem solving, and tips for building on team strengths/overcoming weaknesses. Participants in this training will learn to work together more effectively, appreciate each other's talents, use more of their human potential, and move to a higher level of overall performance. Participants work together as a team will emerge from the learning experience with a fresh sense of direction and practical strategies for working together better.

This training program provides in-depth skill development in the vital areas needed for effective team performance, including team work, group development, team roles and responsibilities, creativity and problem solving, group decision making, communication, leadership, and conflict management and resolution. Team building is an ongoing process that helps a group evolve into a cohesive unit. The role of team leaders and managers is to lead their team toward this cohesiveness and to greater productivity. The training shall include a combination of instructional strategies such as lectures, case studies, and group exercises/discussions. The training will be highly interactive workshop and led by a facilitator with recognized experience in team building/teamwork.

24 Continuous Learning Points	*2.4 Continuing Education Units*

Labor Category Descriptions

The following labor categories apply to:

874-1 Consultation Services
874-4 Training Services – (Custom Workshop and Training Session Development under this SIN)
874-6 Acquisition Management Support
874-7 Program Integration and Project Management Services

Labor Category	Function/Position Description	Typical Position Qualifications
Senior Management	Oversees negotiation of contracts, agreements, tasks, and delivery orders and advises in the design phase of projects. Interfaces with top-level executives and ensures successful completion of projects on schedule.	Ability to lead multidisciplinary teams; ability to balance the interests of all stakeholders; recognized superior business, leadership skills and complex project management skills. Generally, an advanced academic degree and 20 years of significantly responsible experience or a bachelor's degree with 22 years of experience.
Program Manager I	Supervisory responsibility for multiple complex projects and principle liaison responsibilities with clients on business and technical matters.	Ability to lead multidisciplinary teams; ability to balance the interests of all stakeholders; superior business, leadership skills and complex project management skills. Generally, an advanced academic degree and 15 years of experience or a bachelor's degree and 17 years of significant experience.
Program Manager II	Supervisory responsibility for multiple complex projects and principle liaison responsibilities with clients on business and technical matters.	Ability to lead multidisciplinary teams; ability to balance the interests of all stakeholders; superior business, leadership skills and complex project management skills. Generally, an advanced academic degree and 14 years of experience or a bachelor's degree and 16 years of significant experience.
Project Leader I	Serves as a key analyst responsible for performing high-level analytical and operational implementation on large, complex projects and training systems.	Ability to lead multidisciplinary teams; ability to balance the interests of all stakeholders; superior business, leadership skills and complex project management skills. Generally, an advanced academic degree and 13 years of experience or a bachelor's degree and 15 years of significant experience.
Project Leader II	Serves as a key analyst responsible for performing high-level analytical and operational implementation on large, complex projects and training systems.	Ability to lead multidisciplinary teams; ability to balance the interests of all stakeholders; superior business, leadership skills and complex project management skills. Generally, an advanced academic degree and 11 years of experience or a bachelor's degree and 13 years of significant experience.
Technical Lead II	Serves as a key analyst responsible for performing high-level analytical and operational implementation on large, complex projects and training systems.	Ability to lead multidisciplinary teams; ability to balance the interests of all stakeholders; superior business, leadership skills and complex project management skills. Generally, an advanced academic degree and 10 years of experience or a bachelor's degree and 12 years of significant experience.
Senior Consultant I	Serves as a senior analyst responsible for performing high-level analytical, operational on large, complex projects and training systems.	Ability to participate effectively as a member of a multidisciplinary team. General business and project management skills. Generally, an advanced academic degree and 9 years of experience or a bachelor's degree and 11 years of significant experience.

Senior Technical Consultant I	Serves as a senior analyst responsible for performing high-level analytical, operational on large, complex projects and training systems.	Ability to participate effectively as a member of a multidisciplinary team. General business and project management skills. Generally, an advanced academic degree and 8 years of experience or a bachelor's degree and 10 years of significant experience.
Senior Consultant II	Serves as a senior analyst responsible for performing high-level analytical, operational on large, complex projects and training systems.	Ability to participate effectively as a member of a multidisciplinary team. General business and project management skills. Generally, an advanced academic degree and 7 years of experience or a bachelor's degree and 9 years of significant experience.
Senior Technical Consultant II	Serves as a senior analyst responsible for performing high-level analytical, operational on large, complex projects and training systems.	Ability to participate effectively as a member of a multidisciplinary team. General business and project management skills. Generally, an advanced academic degree and 6 years of experience or a bachelor's degree and 8 years of significant experience.
Consultant I	Serves as a member of the implementation team performing analytical and operational assignments	Ability to participate effectively as a member of a multidisciplinary team. Specific business skills with a functional or technical expertise. Generally, an advanced academic degree or bachelor's degree and more than 5 years of experience.
Technical Consultant I	Serves as a member of the implementation team performing and mid-level analytical assignments	Ability to participate effectively as a member of a multidisciplinary team. Specific business skills with a functional or technical expertise. Generally, an advanced academic degree or bachelor's degree and more than 4 years of experience.
Consultant II	Serves as a member of the implementation team performing and mid-level analytical assignments	Ability to participate effectively as a member of a multidisciplinary team. Specific business skills with a functional or technical expertise. Generally a bachelor's degree with 3 years of experience in a functional area or 10 years of significant experience.
Consulting Assistant	Provides assistance in carrying out operational work, serves as a fact-finder and performs entry level analytical assignments	Generally a bachelor's degree with two years of experience, an Associate's degree with four years of experience, or some college with significant technical background, including summer interns.
Acquisition/Program Specialist I	Integrates input from various sources. preparing and reviewing reports, briefings and other materials and providing support to multidisciplinary teams	Generally a bachelor's degree with one year of experience, an Associate's degree with three years of experience, or some college with significant technical background, including summer interns .
Acquisition/Program Specialist II	Integrates input from various sources. preparing and reviewing reports, briefings and other materials and providing support to multidisciplinary teams	Generally a bachelor's degree with no experience, an Associate's degree with two years of experience, or some college with significant technical background, including summer interns
Acquisition/Program Specialist III	Integrates input from various sources. preparing and reviewing reports, briefings and other materials and providing support to multidisciplinary teams	Generally a bachelor's degree with no experience, an Associate's degree with two years of experience, or some college with significant technical background, including summer interns

Labor Category Rates

The following are Sterling Heritage's Government labor rates. These rates will be used for pricing Consultation Services under SIN 874-1, the development of training programs, custom training courses and action workshops, and any follow-up activities with clients under SIN 874-4, Acquisition Management Support under SIN 874-6 and Program Integration and Project Management Services under SIN 874-7.

Rates used when the work is performed at Sterling Heritage's facilities:

Labor Category	10/1/12-9/30/13	10/1/13-9/30/14	10/1/14-9/30/15	10/1/15-9/30/16	10/1/16-9/30/17	10/1/17-9/30/18
Senior Management	$244.77	$250.89	$257.16	$263.59	$270.18	$276.93
Program Manager I	$209.59	$214.83	$220.20	$225.71	$231.35	$237.13
Program Manager II	$191.70	$196.49	$201.40	$206.44	$211.60	$216.89
Project Leader I	$177.50	$181.94	$186.49	$191.15	$195.93	$200.82
Project Leader II	$164.77	$168.89	$173.11	$177.44	$181.88	$186.42
Technical Lead II	$155.13	$159.01	$162.98	$167.06	$171.23	$175.52
Senior Consultant I	$152.57	$156.38	$160.29	$164.30	$168.41	$172.62
Senior Technical Consultant I	$139.87	$143.37	$146.95	$150.62	$154.39	$158.25
Senior Consultant II	$129.51	$132.75	$136.07	$139.47	$142.95	$146.53
Senior Technical Consultant II	$119.71	$122.70	$125.77	$128.91	$132.14	$135.44
Consultant I	$110.85	$113.62	$116.46	$119.37	$122.36	$125.42
Technical Consultant I	$103.71	$106.30	$108.96	$111.68	$114.48	$117.34
Consultant II	$96.02	$98.42	$100.88	$103.40	$105.99	$108.64
Consulting Assistant	$81.47	$83.51	$85.59	$87.73	$89.93	$92.18
Acquisition/Program Specialist I	$69.68	$71.42	$73.21	$75.04	$76.91	$78.84
Acquisition/Program Specialist II	$60.92	$62.44	$64.00	$65.60	$67.24	$68.93
Acquisition/Program Specialist III	$52.48	$53.79	$55.14	$56.52	$57.93	$59.38

Rates used when the work is performed at our client's facilities:

Client Site Labor Category	10/1/12-9/30/13	10/1/13-9/30/14	10/1/14-9/30/15	10/1/15-9/30/16	10/1/16-9/30/17	10/1/17-9/30/18
Program Manager I	$186.54	$191.20	$195.98	$200.88	$205.91	$211.05
Program Manager II	$170.61	$174.88	$179.25	$183.73	$188.32	$193.03
Project Leader I	$157.98	$161.93	$165.98	$170.13	$174.38	$178.74
Project Leader II	$146.65	$150.32	$154.07	$157.93	$161.87	$165.92
Technical Lead II	$138.07	$141.52	$145.06	$148.69	$152.40	$156.21
Senior Consultant I	$135.79	$139.18	$142.66	$146.23	$149.89	$153.63
Senior Technical Consultant I	$124.48	$127.59	$130.78	$134.05	$137.40	$140.84

Client Site Labor Category	10/1/12-9/30/13	10/1/13-9/30/14	10/1/14-9/30/15	10/1/15-9/30/16	10/1/16-9/30/17	10/1/17-9/30/18
Senior Technical Consultant I	$124.48	$127.59	$130.78	$134.05	$137.40	$140.84
Senior Consultant II	$115.26	$118.14	$121.10	$124.12	$127.23	$130.41
Senior Technical Consultant II	$106.54	$109.20	$111.93	$114.73	$117.60	$120.54
Consultant I	$98.66	$101.13	$103.65	$106.25	$108.90	$111.62
Technical Consultant I	$92.30	$94.61	$96.97	$99.40	$101.88	$104.43
Consultant II	$85.46	$87.60	$89.79	$92.03	$94.33	$96.69
Consulting Assistant	$72.51	$74.32	$76.18	$78.09	$80.04	$82.04
Acquisition/Program Specialist I	$62.02	$63.57	$65.16	$66.79	$68.46	$70.17
Acquisition/Program Specialist II	$54.22	$55.58	$56.96	$58.39	$59.85	$61.34
Acquisition/Program Specialist III	$46.71	$47.88	$49.07	$50.30	$51.56	$52.85

Training Price List

SIN 874-4 Training Services

		Individual	Groups
Four Day Sessions			
Commercial Item Acquisition Procedures – Advanced	(ACQ-405)	$1,125	$15,740
Contracting Officer's Representative	(ACQ-415)	$1,125	$15,740
Subcontract Management	(ACQ-417)	$1,125	$15,740
Three Day Training Sessions:			
Mission Focused Services Acquisition	(ACQ-305)	$ 788	$11,800
Contracts and Funds Management	(ACQ-307)	$ 788	$11,800
Three Day Action Workshops:			
Performance Work Statement	(ACQ-310)	N/A	$11,800
Statement of Objectives	(ACQ-311)	N/A	$11,800
Performance Measures	(ACQ-312)	N/A	$11,800
Quality Assurance Surveillance Plan	(ACQ-313)	N/A	$11,800
Team Building - Action Workshop	(APM-350)	N/A	$11,800
Two Day Sessions			
PBSA Two-Day Training Course	(ACQ-201)	$ 565	$ 7,917
Performance-Based Business Management	(ACQ-202)	$ 565	$ 7,917
Performance Measurement and Incentives	(ACQ-260)	$ 565	$ 7,917
Commercial Item Acquisitions	(ACQ-205)	$ 565	$ 7,917
Cost and Price Analysis Workshop	(ACQ-215)	$ 565	$ 7,917
Negotiations	(ACQ-216)	$ 565	$ 7,917
Source Selection	(ACQ-217)	$ 565	$ 7,917
Technical Evaluations	(ACQ-218)	$ 565	$ 7,917
Federal Acquisition Case Studies	(ACQ-290)	$ 565	$ 7,917
Management of Innovation and Technology	(APM-232)	$ 565	$ 7,917
Project Management Case Studies	APM-290)	$ 565	$ 7,917
One Day Sessions			
Introduction to PBSA	(ACQ-105)	$ 372	$ 3,953
Introduction to Statements of Objectives	(ACQ-106)	$ 372	$ 3,953
Selecting High Performance Contractors	(ACQ-110)	$ 372	$ 3,953
Managing Performance Based Acquisitions	(ACQ-111)	$ 372	$ 3,953
Emergency & Contingency Contracting	(ACQ-112)	$ 372	$ 3,953
Performance Confidence Assessment Group (PCAG)	(ACQ-115)	$ 372	$ 3,953
Public Sector Ethics and Integrity	(ACQ-120)	$ 372	$ 3,953
Unique Item Identification	(APM-110)	$ 372	$ 3,953

Notes:
1) Action Workshops are only offered at the group price – with a maximum of 20 attendees per workshop session.
2) All training courses will accommodate a maximum of 30 students per session.
3) One set of course materials per attendee is included in the above prices.
4) All of our course materials are printed on 100% recycled and/or post-consumer material.